

# Agency Strategic Plan

## Department of Minority Business Enterprise

### Agency Mission, Vision, and Values

#### **Mission Statement:**

The mission of the Virginia Department of Minority Business Enterprise is to promote access to the Commonwealth of Virginia's contracting opportunities and ensure fairness in the procurement process.

#### **Agency Vision:**

The Department of Minority Business Enterprise ("DMBE") is devoted to maximizing the participation of Small, Women-, and Minority-owned businesses, as well as Disadvantaged Business Enterprises, in the vast array of commercial opportunities in state procurement. The Commonwealth's record of buying goods and services from small, women-, or minority-owned businesses and disadvantaged businesses must be improved and DMBE is committed to increasing the availability and ability of such businesses to effectively compete for state contracts.

#### **Agency Values:**

- **Prompt Response**  
Customer inquiries and interactions shall be responded to in a prompt and professional manner.
- **Courteous and Attentive Customer Service**  
Customers shall be treated with utmost respect and courtesy in all interactions.
- **Communication**  
Communication with customers, including vendors, state agencies, and other organizations, shall be open, accurate and professional at all times.
- **Integrity**  
Maintaining the integrity of the certification programs is essential to the success of DMBE and we shall uphold the laws, rules, and regulations that govern our operations.
- **Creativity**  
We will promote creative ideas and initiatives to improve internal processes and external relations.

### Agency Executive Progress Report

#### **Current Service Performance**

The enabling legislation of the Department of Minority Business Enterprise ("DMBE") is found in Section 2.2-1400 et seq. of the Code of Virginia. The DMBE charged with establishing, preserving, and strengthening small, women-, and minority-owned businesses and promoting the growth and development of such businesses.

For over three decades, the Department has served as a catalyst in promoting and encouraging State procurement diversification and business opportunities for minority businesses. In 2002, the DMBE commissioned a disparity study that found substantial under-utilization of the Commonwealth's minority and women-owned businesses. As a result of the disparity study, the DMBE's enabling legislation was expanded to include the certification of small and women-owned businesses, as well as the certification of disadvantaged business enterprises. The expansion of services has resulted in a significant increase in the level of the DMBE's performance and organizational output, but has also created a "one-stop-shop" for certifying businesses in the Commonwealth for procurement purposes.

The DMBE has four (4) core service areas: (1) Certification; (2) Procurement Reporting and Coordination; (3) Outreach; and (4) the Providing Access to Capital for Entrepreneurs or PACE Program.

The Certification service area is responsible for certifying small, women-, and minority-owned businesses for participation in the Commonwealth's SWaM (Small, Women and Minority) Procurement Initiative. The Certification service area is also responsible for certifying disadvantaged business enterprises under the U.S. Department of Transportation's federal DBE Program, on behalf of the Virginia Department of Transportation.

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The Procurement Reporting and Coordination service area focuses on the collection, manipulation, and generation of statistical data related to SWaM procurement activities in the Commonwealth. Procurement Advocates serve as the conduits between the state agency and vendor communities, and provide procurement assistance and advocacy.

Outreach is an important service area that encompasses the marketing, participation, and collaborative efforts of the DMBE with all of its constituents, which includes other state agencies, SWaM vendors, non-certified businesses, financial institutions, educational institutions, and other organizations.

The PACE Program (also known as the Disadvantaged Capital Access Fund) was enacted by the General Assembly in 1999, under Section 2.2-2311 of the Code of Virginia. The PACE Program serves as a catalyst and tool for SWaM businesses seeking financial assistance for growth and development primarily through the use of loan guarantees. The Program is managed by the DMBE and is administered through the Virginia Department of Business Assistance and its financial division, the Virginia Small Business Financing Authority.

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### **Productivity**

The DMBE's productivity has significantly increased over the last 12 months with current and new service offerings. In addition to more aggressive and streamlined certification efforts, the DMBE has increased its outreach and marketing activities across the Commonwealth and have forged new partnerships with various public and private entities.

With a staff of 21 full time employees, the DMBE has re-organized its operations to produce efficiencies and implement expectations for accurate results. For example, staff assigned to the Certification service area and other core service areas are cross-trained on both the SWaM and DBE Certification Programs to better ensure the prompt processing of certification applications as well as providing better customer service. Additionally, the agency has historically processed from 800 to 900 certification applications per year. During a nine-month period in Fiscal Year 2005, the DMBE processed over 5000 certification applications without an increase in additional resources or staff. The number of applications processed by end of Fiscal Year 2006 was 7,438.

The DMBE, in response to feedback from applicants and the general public, explored different methods that would balance maintaining the integrity of the certification of businesses with making the certification process less burdensome or intrusive on the applicant. As a result, the DMBE streamlined the certification process by eliminating unnecessary steps and paring down the list of required supplemental documentation for applications to statutorily required documents. As a result, the turn-around time for processing an application for certification is reduced significantly. The DMBE has also implemented creative solutions to increasing the number of certified businesses participating in the SWaM Procurement Initiative. For example, businesses that are currently certified as women- or minority-owned are targeted to apply for and receive dual-certification without substantial paperwork. Also, DMBE has forged a partnership with the Virginia Minority Supplier Development Council to offer their minority business members the SWaM certification without substantial paperwork. All of these efforts will result in increased numbers of certified SWaM businesses that are available to do business with the Commonwealth and ultimately, increase their participation in the procurement activities of the state.

Since the end of Fiscal Year 2005, the DMBE also participated in over 1,000 outreach events and activities around the Commonwealth related to SWaM in support of partnering agencies, associations and private organizations. These events reached several thousand businesses and focused on conducting business transactions with the Commonwealth. In the past 12 months, the DMBE also provided one-on-one management and/or technical assistance to several hundred firms across Virginia and approximately another 3,000 firms seeking assistance by telephone.

Four Procurement Advocates were hired into the Department by mid-fiscal year 2006. The primary role of the Procurement Advocate is to champion the inclusion of SWaM businesses in the purchasing programs of state agencies and institutions. Their efforts have resulted in agencies, their procurement champions, and buyers becoming more knowledgeable of the SWaM program and the important function they fulfill in enriching and enhancing the State's purchasing efforts. Procurement Advocates also serve as the liaison between the vendor and state agency communities.

The reporting and tracking of the efforts of Commonwealth agencies have increased proportionally with the increased and required focus on the SWaM program. During FY 2005, the DMBE staff reviewed between 250,000 and 300,000 line items requests per month that were identified by state agencies on CARS and American Express, for reports to generate monthly, quarterly, and ad hoc SWaM totals. In FY 2006, the DMBE staff automated the process for generating statistical reports and are providing quarterly updates (and reports) to the Governor, his Secretaries and to the public. The new SWaM Dashboard will allow for on-demand viewing of the Commonwealth's procurement activities as it relates to expenditures by State agencies with SWaM businesses. DMBE is continually seeking new methods by which the collection and analysis of procurement data can assist agencies in meeting their SWaM goals.

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### **Major Initiatives and Related Progress**

The DMBE has several initiatives underway to broaden its customer base and while increasing its services to its customers.

#### Technological Enhancements.

With the assistance of VITA, the DMBE developed and implemented an online certification application component to comply with a recommendation from the Inter-Secretarial Task Force. The newly created SQL database was designed by VITA and provides another convenient mechanism for applicants to submit their certification application. There was the development of an enhanced search capabilities of the SWAM Vendor List on DMBE website for DMBE customers. As each of these features was added our customer base has generated request for more features aimed to save the Commonwealth and themselves time and money.

#### Certification Program.

DMBE historically certified only minority businesses, resulting in a potential customer base of 124,674 for the agency. As of October 1, 2004, the agency began certifying small, woman, and minority (SWaM) businesses, which resulted an increase in the agency's potential customer base to 727,413.

#### Unified Certification Program.

The Unified Certification Program, UCP, for the Commonwealth was developed to bring effectiveness and efficiencies to the various certification programs underway by state agencies and institutions. For greater customer convenience, the programs were merged and housed within the DMBE. DMBE continues to enter into various agreements to provide DBE certification to the counties, airports, cities, and other recipients of U.S. Department of Transportation funds.

#### Financial Support and Services.

The DMBE is charged by Code to manage the Capital Access Fund for Disadvantaged Businesses in conjunction with the State's Small Business Financing Authority. Under this umbrella, the DMBE promotes the Providing Access to Capital for Entrepreneurs (known as the PACE Program) initiative that is a loan guarantee program designed to employ the financial leverage of lending partners across the Commonwealth and provide loan guarantees for economically disadvantaged entrepreneurs. The PACE program guarantees up to 90% of the face value of the loan or \$50,000 (whichever is smaller). The DMBE does not make direct loans nor provide grants, however, the Department's partners with First Community Bank N.A., Highlands Community Bank, Virginia Enterprise Initiative Program, Virginia Community Development Loan Program, Virginia Small Business Financing Authority, and Sun Trust to provide these services. To date, seven (7) loan guarantees have been completed under the PACE program.

### **Virginia Ranking and Trends**

#### **Customer Trends and Coverage**

The largest increase in SWaM certification has been in the small business enterprises (SBEs) from 0 to over 2,400 certified SBEs. The SBE certification started in October 2004 with no additional resources being provided to DMBE.

The former WBE certification program of self-certifying and paying \$75 per year under the Department of Business Assistance (DBA) ended in 2004. The current WBE certification program under the DMBE is free of charge to WBEs and requires verification of ownership and control by the woman-owner(s) the same as minority-owner(s) for MBE certification. Due to a number of WBEs certified under the old DBA program who may fail to meet the SWaM Program's legal criteria for qualification, an increase of informal hearings and formal hearings has occurred.

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### **Future Direction, Expectations, and Priorities**

The DMBE intends to continually champion and promote the cause of small, women, and minority-owned business enterprises, as well as disadvantaged business enterprises in the Commonwealth's procurement programs. One component of this process, the certification of SWaM and DBE businesses, also continues to demand increased resources and services. The DMBE has developed a comprehensive and customer friendly and streamlined certification, re-certification, and appeals process that is consistently applied and interpreted, and that can be applied through reciprocal arrangements or partnerships with other organizations and jurisdictions.

The DMBE plans to maximize the use of technology to enhance its mission and improve its performance. One example of this is the enhancement of the DMBE website which features an online certification application. The overhaul of the DMBE website is also slated for completion in the second quarter of Fiscal Year 2007. The enhancements to the website will allow for more accurate SWaM vendor searches, user-friendly layout, links to various procurement opportunities across the Commonwealth, and more flexibility for agencies searching for SWaM vendors. The DMBE also foresees the use of Internet technology to replace onsite hearings that at times can be very inconvenient for customers located outside of the Richmond area.

The DMBE will also increase its efforts to enhance existing and develop new inter-departmental agreements for SWaM and DBE certifications. These agreements are essential to ensuring that the DMBE works cooperatively with other entities and without duplication in its efforts to deliver of its mandates and mission. The DMBE also recognize the need to ensure that current and future personnel have the appropriate skills and training to meet the demands of the agency's evolving mission. As such, the DMBE will work closely with the Commonwealth's Human Resources Management Department to coordinate training programs that focus on developing optimal employment development and cross-training. DMBE will also pursue efforts to ensure that the increased visibility and demand for services are supported by an effective and efficient marketing strategy that focuses on the appropriate stakeholders, promotes effective programs, and ultimately results in jobs, business opportunities, and economic growth for small businesses, and for businesses owned by women and minorities.

### **Impediments**

- Lack of funding for technology improvements and special projects.
- Increased demand on DMBE participation in outreach events and activities, but lack of funding for costs associated with such participation.
- Lack of funding for a marketing campaign that would increase the visibility of the SWaM Procurement Initiative and create awareness both internal to state government and to external constituents.
- Considerable employee turn-over.

## Agency Background Information

### **Statutory Authority**

The Department is an agency of the Commonwealth of Virginia that was created within the Office of the Governor and under the authority of the Code of Virginia, Title 2.2, Chapter 14 et seq. The DMBE is endowed with the following powers and duties:

1. Coordinate as consistent with law the plans, programs and operations of the state government that affect or may contribute to the establishment, preservation, and strengthening of small, women-, and minority-owned businesses.
2. Promote the mobilization of activities and resources of state and local governments, businesses and trade associations, universities, foundations, professional organizations, and volunteer and other groups towards the growth of small, women-, and minority-owned businesses, and facilitate the coordination of efforts of these groups with those of state departments and agencies.

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3. Establish a center for the development, collection, summarization, and dissemination of information that will be helpful to persons and organizations throughout the nation in undertaking or promoting the procurement from small, women-, and minority-owned businesses.
4. Within constraints of law and availability of funds, and according to the Director's discretion, provide technical and management assistance to small, women-, and minority-owned businesses, and defray all or part of the costs of pilot or demonstration projects that are designed to overcome the special problems of small, women-, and minority-owned businesses.
5. Manage the Capital Access Fund for Disadvantaged Businesses created pursuant to Section 2.2-2311, and, in cooperation with the Small Business Financing Authority, determine the qualifications, terms, and conditions for the use of such Fund.
6. Implement any remediation or enhancement measure for small, women-, or minority-owned businesses as may be authorized by the Governor pursuant to subsection C of § 2.2-4310 and develop regulations, consistent with prevailing law, for program implementation. Such regulations shall be developed in consultation with the state agencies with procurement responsibilities and promulgated by those agencies, in accordance with applicable law.

The DMBE is statutorily empowered to perform a number of delineated tasks, including but not limited to making recommendations for legislative and executive actions, as well as adopting reasonable regulations to implement a certification program for minority business enterprises.

- Chapter 1400 provides for the establishment of the department and the appointment of the Director.
- Chapter 1401 provides the definitions that govern the program.
- Chapter 1402 establishes the additional powers and duties of Department to enable the Department to work with several agencies to coordinate programs that establish, preserve and strengthen small, women-, and minority-owned businesses. Its primary mechanisms are through procurement conferences, formal and informal agreements, and the Interdepartmental Board. It also works closely with the state university system, HBCUs and individual colleges and universities to provide educational and technical assistance. It is the center for the state's business certification program and provides that information to state agencies, private businesses, and others interested in soliciting small, women- or minority-owned businesses. The Department, alone or in conjunction with other state agencies, federal entities and private sector associations will provide training seminars and workshops that offer technical and management assistance. The Department will work with various trades associations for the purpose of increasing growth among small, women- or minority-owned, and disadvantaged businesses. Directs the Department to manage the Capital Access Fund for Disadvantaged Businesses.
- Section 2.2-2311 provides for the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.
- Chapter 1403 establishes the powers of the Director, as deemed necessary or appropriate, to better fulfill the duties of the Department; the Director must with other state agencies to "develop comprehensive plans and specific goals for minority enterprise programs and establish regular performance monitoring", in accordance with the Virginia Public Procurement Act, Section 2.2-4310.
- Chapter 1404 establishes the Interdepartmental Board and requires cooperation between Departments.
- Chapter 1404.1 provides the authorization to the Departments to allow for use of vendors identified by public institutions of higher education as small, women-, and minority-owned business enterprises. While the Department retains overall authority over the Small, Women, and Minority, (SWAM), certification program, this section establishes the requirements for public institution of higher education to follow and delineates the

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Department's authority to review the public institution of higher education procurement records.

- Chapter 1405 establishes reporting requirements, solicitation of recommendations, and directs the Department to implement a data collection process.

- Section 2.2-3705.3 provides the exclusion of certain proprietary records or trade secrets from the Freedom of Information Act.

### **Customer Base:**

Customer Description	Served	Potential
Colleges and Universities, HBCU	35	35
Disadvantaged Business Enterprises (DBE)	446	476
Federal Agencies	5	10
Governor	1	1
Legislators	140	140
Local Governments	100	136
Minority-Owned Business Enterprises	2,910	103,793
Private Contractors	1,750	19,893
Small Business Enterprises	25,935	470,520
State Agencies	170	170
Voluntary Organizations/Trade Associations	15	20
Women-owned Business Enterprises	3,328	132,219

### **Anticipated Changes In Agency Customer Base:**

During the Inter-Secretarial Task Force sub-committee meetings there were some discussions of certifying firms owned by disable veterans and firms in HUB Zones. The Department was charge with evaluating the possibility of certifying such firms and report on its feasibility by the end of 2005. The Department has already received a number of such requests and inquiries from firms seeking certification in one of those categories. If one or more new certifications designations are subsequently established then a five percent increase in the customer base and demand for services is expected.

### **Agency Partners:**

#### **Department of Business Assistance**

- PACE Program, workshops, and seminars

#### **US Department of Transportation**

- Certifying agent for the DBE Program for all transportation fund recipients in Virginia

#### **Virginia Department of Transportation**

- Supportive Service provider for the DBE Program

#### **Virginia Department of Transportation**

- Certifying agent for the DBE Program

#### **Washington Metropolitan Airport Authority**

- Virginia Unified Certification Program partner

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### **Agency Products and Services:**

#### **Current Products and Services**

- Capital Access Fund for Disadvantaged Businesses

The PACE Program service area, or the Capital Access Fund for Disadvantaged Businesses, serves as a catalyst and tool for SWaM businesses seeking financial assistance for growth or development. The program is managed by the Department of Minority Business Enterprise and is administered through the Department of Business Assistance's Small Business Financing Authority.

- Procurement Reporting and Coordination with State Agencies

The Procurement Reporting and Coordination service area focus on the collection, manipulation, and generation of statistic data related to SWaM procurement activities within the Commonwealth of Virginia. Procurement Advocates serve as the conduits between state agencies and SWaM vendors and provide procurement assistance or advocacy.

- Certification of SWaMs and DBEs

The DMBE is responsible for certifying small, women-, and minority-owned businesses under the Commonwealth's SWaM Procurement Initiative, as well as certifying disadvantaged business enterprises under the U.S. Department of Transportation's federal DBE Program on behalf of the Virginia Department of Transportation. DMBE also generates lists of certified businesses for state agencies.

- Outreach

As part of its outreach efforts, the Department provides a number of including but not limited to Certified Businesses and Specialized Vendor Lists and management and technical assistance to SWaM and DBE firms. The Department's technical assistance range from engaging select firms in a core curriculum designed to improve business operation to providing highly specialized direct services to assess internal controls, manufacturing and processing, estimating, bidding, cost analysis, and distribution.

- Other Services

Mentoring, marketing, financial assistance, and training directly or through workshops, seminars, conferences and one-on- one business counseling.

#### **Factors Impacting Agency Products and Services**

The former WBE certification process in the Commonwealth used a self-certifying method; now under the SWaM program, a number of these firms are submitting business documentation for re-certification that has a non-women owners running and/or owning the business. This scenario has lead to denials of WBE certifications to a number of businesses which have resulted in an increase in the number of informal and formal hearings, legislators calling or corresponding, third party challenges, buyers, lawyers and others contacting DMBE's staff.

#### **Anticipated Changes in Agency Products and Services**

- The demand for DMBE customer services are anticipated to continue to increase as the SWaM and DBE/UCP certification program participants seek to do business with the Commonwealth.

- DMBE's Management and Technical Assistance services are seeing an increase demand due to the large increase in newly certified firms. To meet the demand alternative means of delivering these services will need to be explored and implemented.



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### **Agency Financial Resources Summary:**

DMBE's receives greater than 67% of its funding from non-general funds and less than 33% its funding from general funds. During FY 2005 DMBE accepted the responsibility for certifying small, women-owned, and DBE firms. Only the DBE certification process came with resources (non-general funds) to support the process. Due to commitments made by VDOT to the Federal Highway Department the DBE certification cost will be increasing with out any increase in funding from VDOT. The small business (SBE) and women-owne business (WBE) certification responsibilities was transferred to DMBE with no resources (funding or personnel) and requires more than half of DMBE certification resources.

	<b><u>Fiscal Year 2007</u></b>		<b><u>Fiscal Year 2008</u></b>	
	<b>General Fund</b>	<b>Nongeneral Fund</b>	<b>General Fund</b>	<b>Nongeneral Fund</b>
<b>Base Budget</b>	\$652,857	\$1,364,733	\$652,648	\$1,364,743
<b>Changes To Base</b>	\$15,348	\$42,111	\$15,348	\$42,111
<b>AGENCY TOTAL</b>	<b>\$668,205</b>	<b>\$1,406,844</b>	<b>\$667,996</b>	<b>\$1,406,854</b>

### **Agency Human Resources Summary:**

#### **Human Resources Overview**

The DMBE is allocated a total of 29 positions. Over the past years, the DMBE has experienced a high attrition rate among employees attributable primarily to transfers to other state agencies. By the end of Fiscal Year 06, the DMBE filled several positions including two Procurement Advocate positions, two Field Engineers, a Receptionist, and one Administrative Support position.

#### **Full-Time Equivalent (FTE) Position Summary**

Effective Date: 7/1/2006

Total Authorized Position level ..... 29

Vacant Positions ..... 8

Non-Classified (Filled)..... 3

Full-Time Classified (Filled) ..... 17

Part-Time Classified (Filled) .....

Faculty (Filled) ..... 0

Wage ..... 1

Contract Employees ..... 0

Total Human Resource Level .....

#### **Factors Impacting Human Resources**

Additional personnel and funding to adequately support the SWAM certification program, the Virginia Unified Certification Program required by the U.S. Department of Transportation, and to make needed IT changes to facilitate both certification programs and DMBE's customers and partners. The additional resources needed is due in part to the increased emphasis on businesses becoming certified with the DMBE in order to participate in the Commonwealth's procurement activities.

#### **Anticipated Changes in Human Resources**

DMBE expects to have filled 90% of the FTE positions by the end of the second quarter of FY 2007.

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### Agency Information Technology Summary:

#### **Current State / Issues**

DMBE has continually evaluated its current application development capability to ensure that its business needs are met. With the assistance of the Virginia Interactive (formerly VIPNET), DMBE has developed most of the applications that DMBE customers and staff use to meet the responsibility of certification of small, women-, and minority-owned businesses in the Commonwealth.

The online certification application requires continual updates for the MS Access databases to SQL. DMBE has maintained these critical applications as information technology hardware and software and management of information technology changes, without any in-house staff dedicated to IT matters.

DMBE has also implemented a more efficient administrative cue for the input and maintaining of client information in the SQL database.

DMBE is in the process of evaluating the feasibility of establishing VPN connection to the agency server to ensure field staff, which remotely accesses the network, can access outlook, Internet, and public files in a timely manner.

#### **Factor Impacting Information Technology**

Changes driven by VITA transformation activities may change DMBE's ability to serve external agency and internal information technology customer needs.

DMBE customers are expecting to transact their business with DMBE across automated system expeditiously. This has required DMBE to expand electronic government services, and consider possible modification and enhancements to application currently in process.

Under the Unified Certification Program, DMBE will need to develop a DBE directory to service all Virginia recipients of federal dollars from the U.S. DOT. The directory will require the ability to be searched.

New requirements/commitments by VDOT to the Federal Highway Department will required changes to the DBE database to collect the required information for reporting DBE certification activities.

#### **Anticipated Changes / Desired State**

DMBE anticipates the several projects, which may require some procurement associated with current agency IT needs. The project will require the development of one vendor directory for DBE firms certified under the Unified Certification Program as required by the U.S. Department of Transportation and the ability to search the directory.

DMBE anticipates receiving high quality and timely service from VITA, responsive to our locations and field staff across the state, with no increase in service cost.

#### **Agency Information Technology Investments:**

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$10,000	\$0	\$10,000
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$6,000	\$8,000	\$15,000	\$5,000
<b>Totals</b>	<b>\$6,000</b>	<b>\$18,000</b>	<b>\$15,000</b>	<b>\$15,000</b>

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### Agency Capital Investments Summary:

#### **Current State / Issues**

DMBE has no capital investment nor plan to have any capital investment in the near future.

#### **Factors Impacting Capital Investments**

Not applicable at this time.

#### **Capital Investment Alignment**

Not applicable at this time.

## Agency Goals

### Goal #1:

***PACE Program: Provide creative financial resources for SWaM businesses and increase the number of loan guarantees awarded to SWaM businesses.***

#### **Goal Summary and Alignment:**

In accordance with the legislative mandate, the DMBE has aggressively focused on the development of the Capital Access Fund for Disadvantaged Businesses, or as it is commonly known, the PACE Program. The goal of the PACE Program is to provide alternative financing arrangements for disadvantaged entrepreneurs, which include but is not limited to providing loan guarantees.

The Capital Access Fund for Disadvantaged Businesses provides a tool for the DMBE to use in its efforts to promote the growth and development of the Commonwealth's small, women-, and minority-owned businesses by providing alternative financing options.

#### **Statewide Goals Supported by Goal #1**

- Elevate the levels of educational preparedness and attainment of our citizens.

### Goal #2:

***Procurement Reporting and Coordination: Enhance the procurement opportunities for SWaM businesses with the Commonwealth of Virginia; increase the proportion of State contract dollars allocated to DMBE-certified SWaM vendors.***

#### **Goal Summary and Alignment:**

The DMBE's Procurement Reporting and Coordination function generates data and reports to the Governor and the General Assembly the status of the state's utilization of small, women-, and minority-owned businesses in state procurement. This function supports the mission of the DMBE in that it provides direct statistical feedback to the Executive and Legislative branches, and to the public, on the Commonwealth's performance and impact on the growth and development of Virginia's small, women-, and minority-owned businesses. This function also supports other state agencies by providing assistance with locating certified businesses as well as helping agencies understand SWaM procurement policies.

#### **Statewide Goals Supported by Goal #2**

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.

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### **Goal #3:**

***Certification: Increase the pool of DMBE-certified SWaM vendors and DBEs.***

#### **Goal Summary and Alignment:**

The DMBE's primary goals are to increase the number of SWaM certified businesses and increase the amount of state dollars allocated to SWaM vendors in state contracting.

#### **Statewide Goals Supported by Goal #3**

- Be a national leader in the preservation and enhancement of our economy.

### **Goal #4:**

***Outreach: Provide the connective tissue that is necessary between the Commonwealth's procurement community and the SWaM and DBE vendor communities, which will result in increased awareness and participation of small, women-, and minority-owned businesses.***

#### **Goal Summary and Alignment:**

This goal is important because state agencies and vendors do not always connect. The DMBE and its Procurement Advocates fill in the gaps that may exist between both parties. Procurement Advocates provide direct assistance to agencies and vendors and primarily work to make the connection between the two.

#### **Statewide Goals Supported by Goal #4**

- Engage and inform citizens to ensure we serve their interests.

### **Goal #5:**

***Procurement Reporting and Coordination: To provide a uniform method to collect and report SWaM data and provide guidance in the development of a data collection and reporting tool.***

#### **Goal Summary and Alignment:**

The Agency's goal is to provide timely and accurate reports to the Governor, his Cabinet, other state agencies, and to the general public.

#### **Statewide Goals Supported by Goal #5**

- Be a national leader in the preservation and enhancement of our economy.

### **Goal #6:**

***PACE Program: Increase the amount of capital available to SWaM businesses and number of loan guarantees awarded.***

#### **Goal Summary and Alignment:**

SWaM businesses, whether they are start-up companies or have been in existence for some time, typically require financing assistance to grow their company. The PACE Program offers alternative financing options, such as loan guarantees, that can assist SWaM businesses in that regard.

#### **Statewide Goals Supported by Goal #6**

- Be a national leader in the preservation and enhancement of our economy.
- Engage and inform citizens to ensure we serve their interests.

#### **Objectives For Goal #6**

**Objective 6.**

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